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STUDIES OF AGENCY CAREER MANAGEMENT

I. Comprehensive Study of Agency Career and Personnel Management

In 1973-1974, under the Direction of the then DCI, Mr. William E. Colby, a comprehensive and detailed study was undertaken and completed of the Agency's career and personnel management system. This study encompassed the Agency's centralized policies, authorities, doctrine, organization and procedures as well as those decentralized responsibilities and authorities delegated to the Heads of the Career Services and included the policies, practices and procedures instituted and carried out by the Career Services in managing their assigned work force.

The study group appointed to undertake this in-depth review was called the Personnel Approaches Study Group (PASG) and was composed of senior operating officials from each of the four Directorates and the Office of the DCI and chaired by the Director of Personnel (at that time John F. Blake).

The findings and recommendations of the study group were endorsed by the Management Committee and approved by the DCI. A summary of the changes and institution of new approaches to Agency personnel management were contained in an Employee Bulletin issued 1 April 1974 (Tab A).

A copy of the full report of the Personnel Approaches Study Group is attached (Tab B).

II. Other Studies and/or Actions Relative to Agency Career and Personnel Management

(A) Agency-wide Personnel Management Effectiveness Survey

1. Sequent to the institution of changes in the Agency personnel management system in 1974, an Agency-wide personnel management effectiveness survey was conducted in July 1976 to solicit the perceptions of a cross-section of Agency employees as to the effectiveness of implementation of personnel and career management within their own Directorate. This technique was applied as a means to evaluate the effectiveness of personnel management practices and to identify specific areas of career and personnel management requiring senior management attention and action for improvement through analysis of the results in the context of the Agency at large and of possibly more significance, as applicable within each of the Directorates.

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2. The survey was conducted through use of a questionnaire covering eleven areas of management interest. A random sampling of 25% of Agency employees were asked to participate in the survey. Receptivity was high with 80% of the questionnaires completed and returned.

While anonymity of individual respondents was assured, the questionnaires included the identification of the employee's Directorate Career Service to permit further comparative analysis of returns of employee perceptions of the effectiveness of personnel management implementation by the Directorates.

The complete results of the analysis of responses pertinent to the Agency at large were forwarded to the ADCI in October 1976.

An all employee Notice (Tab C) containing a summarization and interpretation of survey results was published and disseminated in December 1976.

The comparative analysis was completed and forwarded to the DCI in early May 1977. The results of this comparative analysis clearly identify those elements of personnel management within the Directorates which require early attention by Directorate management.

(B) Agency Mid-Level Manager Opinion Survey

1. This survey was instituted in November 1976 at the request of the then DCI, Mr. George Bush. The purpose was to evaluate the impact of Congressional investigations on Agency effectiveness.

The survey itself was organized in questionnaire form and sent to 336 Agency managers who were Staff or Division Chiefs in the Administration, Intelligence and Science and Technology Directorates and Area Branch Chiefs or equivalent positions in the Operations Directorate.

2. The returns from this survey were quite significant not only in terms of responses to the direct purposes of the survey (i.e. to evaluate impact on Agency morale and effectiveness of extended external investigations) but more importantly the substantive comments of the respondents expressing their perceptions of internal managerial problems not related to external scrutiny per se.

The report of the results of this survey (Tab D) were completed and forwarded to the DDCI in January 1977.

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(C) Executive Advisory Group/DDCI Actions on Career and Personnel Management Matters

Since October 1976 the Executive Advisory Group has studied and addressed a number of specific personnel management issues, most of which were identified in the analysis of the Agency-wide Personnel Management Effectiveness Survey, others initiated by the DDCI.

Among these personnel topics were:

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(1) More Uniform Standards and Policies for Promotion (Oct 1976)

Action Taken: Revised Agency regulation [] issued.

(2) Clarification of Agency Separation Policies and Procedures (Regulation issued May 1977)

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Action Taken: Revised Agency regulations []

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(3) Employee Rotation (Oct 1976)

Action Taken: EAG saw no need for further action in view of what they considered adequate numbers of rotations.

(4) Use of Quality Step Increases (Oct 1976)

Action Taken: EAG reviewed policy and practices with conclusion that present practices were sufficiently liberal.

(5) Selection of Key Operating Officials (Currently under EAG consideration)

Action Taken: Mechanisms and procedures developed as an extension of the Agency Personnel Development Program. Further implementation action currently pending with EAG.

(6) Initial Employee Assignments and Orientation (Oct 1976)

Action Taken: Agency Notice issued and revised orientation established.

(7) Analysis of Mix and Balance of Personnel (Oct 1976)

Action Taken: O/Comptroller instituted a study which was reviewed by the EAG.

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- (8) Study of Agency Individual Performance Evaluation System
(includes Fitness Report and Career Service competitive
evaluation and ranking methods and needs) to Determine
Modifications for Improvement

Action Taken: OP/OMS/Directorate representative task group has been established to undertake in-depth study of our performance evaluation system, methods and techniques, and review of other governmental and corporate approaches.